Development of Brigade Staff Tasks for the COBRAS II Brigade Staff Exercise

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14. ABSTRACT *(Maximum 200 words):*

This research and development effort was to design simulation-based training for selected members of the staff of a conventionally equipped armored brigade. This included a detailed analysis of the performance requirements for the staff members. The resulting products were lists of task statements for the chosen training audience. These task lists support the staff exercise run in the Brigade/Battalion Battle Simulation (BBS) called Combined-Arms Operations at Brigade Level, Realistically Achieved Through Simulation (COBRAS II). They expand the task lists which were a product of an earlier effort--COBRAS I, accounting for additions to the training audience.

15. SUBJECT TERMS

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FOREWORD

In 1994 the U.S. Army embarked on a widespread training effort known as the Force XXI Training Program to meet the challenges of decreasing resources and increasing performance expectations. In mid-year, a Memorandum of Agreement was signed between the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) and the U.S. Army Armor Center and Fort Knox (MG Larry Jordan, Commanding General) that established the virtual brigade training program (VBTP). As part of the VBTP, the ARI Armored Forces Research Unit at Fort Knox, the Directorate of Training and Doctrine Development-Force XXI, and Fort Knox joined forces to sponsor and conduct research and development of simulation-based training for the conventional mounted brigade staff. The work was performed under a project called *Combined Arms Operations at Brigade Level, Realistically Achieved Through Simulation* (COBRAS).

The training products developed under COBRAS were designed to provide practical experience for battle staffs at brigade level in a scenario-based tactical setting, facilitated by the use of simulation to generate tactical information and cues. Central to the development effort was an analysis of performance requirements encompassing the full spectrum of staff activities: planning, preparation, execution, and post-mission sustainment activities.

Initial analysis of performance requirements in existing documentation revealed that the performance specifications were not sufficiently detailed for brigade battle staffs. Significant gaps exist in the descriptions of the integration of activities across the planning and execution spectrum and across missions. The documented tasks, as represented primarily in the Mission Training Plan, provide a general overview of the type of activities performed by staff members. However, this source is not sufficiently detailed, nor does it focus on the continuous nature of staff activities. Therefore, a new effort of front end analysis was initiated as a part of the COBRAS project.

The preferred approach was to base the analysis on actual performance. Analyzing brigade staffs in action was not a viable choice because of restrictions on time, personnel, and availability of expertise. In response, a new approach was developed, the *Staff Performance Analysis* (SPA). The SPA is an event-driven, experiential approach to systematically explore occurrences as they are performed. In prior work, experienced roleplayers replicated the brigade staff in a controlled environment, performing mission-required activities. The SPA was conducted for three missions: movement to contact, area defense, and deliberate attack. The outcome of the analysis was an extensive list of staff tasks for a selected set of brigade staff officers. The tasks depict necessary behaviors, cues, interactions, and products. That product was described in a prior COBRAS publication.

This Research Product describes how a modification to the methodology was used to define tasks for an expanded set of brigade staff officers. It documents the process used to develop the additional tasks for the expanded training audience and adjusts the tasks of the original staff officers to reflect the presence of those additional staff officers. The work was performed on a follow-on project to COBRAS, known as COBRAS II.

The Research Product is intended for use by training designers and developers, as well as training program reviewers and proponents. It should help them understand the approach taken, and assess its potential applicability to other training programs requiring detailed task documentation. Further, it should help to assess the utility of tasks in this form for supporting structured, simulation-based training. Examples of the expanded task lists are included as an appendix.

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Technical Director

DEVELOPMENT OF BRIGADE STAFF TASKS FOR THE COBRAS II BRIGADE STAFF EXERCISE

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DEVELOPMENT OF BRIGADE STAFF TASKS FOR THE COBRAS II BRIGADE STAFF EXERCISE

Introduction

Overview

Military forces of the twenty-first century will face challenges very different from those of the cold war years. New threats predominate, mission requirements are changing, force projection is replacing forward stationing of forces, new warfighting technology is transforming the battlefield, and troop ceilings are falling. Responding to these and other changes, the Army leadership has established a far-reaching program to prepare its forces for the future. The program is known as Force XXI (Sullivan, 1994), and it is heavily dependent on leveraging information age technologies.

A major Force XXI thrust, the Force XXI Training Program (FXXITP), is to update the Army's training doctrine and capabilities. The FXXITP capitalizes on simulation technologies to enhance training realism while containing costs. Among the FXXITP initiatives is the project effort known as *Combined Arms Operations at Brigade Level, Realistically Achieved through Simulation* (COBRAS). Contracted by the Armored Forces Research Unit of the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI), FXXITP-COBRAS was a training research and development effort. The intent for the FXXITP-COBRAS project was to design and develop structured training packages for the commander and selected staff officers at the brigade level.

The first FXXITP-COBRAS work was followed by an expansion effort known as COBRAS II, which provided training support packages for a wider target audience within the brigade staff. Like FXXITP-COBRAS, the COBRAS II effort was focused on the development of structured training.

Structured Training

"Structured training" refers to systematically designed and developed training that focuses on predetermined objectives (see Figure 1). Brown (1993) defines structured training as the " . . . totality of training development, training support, and guidance for effective application/use within the unit or institution" (p. 2). The concept incorporates several key features, including a focus on selected critical tasks, provision of realistic scenario-based conditions, standardized exercise control and measurement procedures, and support of exercises by means of comprehensive training materials (Campbell, C., Deter, & Quinkert, in press). For the COBRAS[1] effort, this means the training is:

- Task-driven—focus on critical tasks in a planned sequence of performance that reinforces learning and builds proficiency through practice,

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[1] Throughout this Research Product, "COBRAS" refers generically to the original FXXITP-COBRAS project and the COBRAS II project. Where the distinction between the two projects is significant, the appropriate project short name is used (COBRAS I or COBRAS II).

- Scenario-embedded—training environment of realistic scenarios and conditions,

- Standardized—conditions and cues stimulate performance and enable observation and evaluation of tasks, and

- Supported—training support packages (TSPs) that guide preparation for training, observation and coaching during implementation, and the preparation and delivery of feedback sessions.
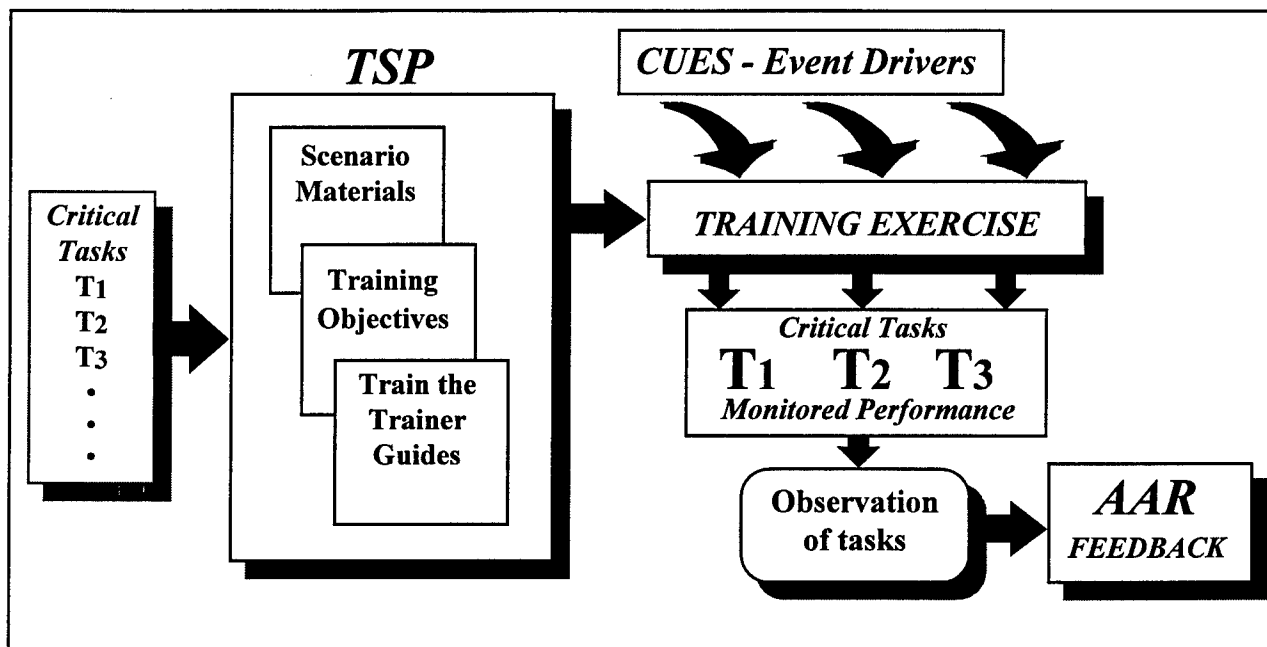
Figure 1. The components of structured training.

COBRAS Program Characteristics

The COBRAS training development efforts were part of the larger overall FXXITP. As a result, there were requirements for compatibility with the overall FXXITP plan for brigade level training, exportability, scenario, and training activities. Some of the requirements for the original COBRAS I work were unchanged for COBRAS II, while others were modified to satisfy the project objectives. Briefly, the design and development requirements included:

- Exportable. The COBRAS program is designed to be exported to and administered by user units at their home station and within the personnel and physical training resources found there. It is not intended to be used only at some central training facility. This requirement included the limitation that the training observers who would provide feedback on performance would also have to be locally available personnel. The requirement remained unchanged for COBRAS II.

- Scenario. COBRAS had to be compatible with the scenarios of earlier virtual training efforts that addressed lower echelon training for platoon through company and with an ongoing brigade staff training project which addressed the execution phase of the battle (described in Hoffman, Graves, Koger, Flynn, & Sever, 1995). It was deemed essential

at this point that the tactical setting and situation be congruent over all of the FXXITP projects. Thus, the mission, enemy, terrain and weather, troops and time (METT-T), for the three missions of movement to contact (MTC), area defense (AD), and deliberate attack (DATK), were essentially defined at the start of the COBRAS I analysis and (with exceptions for changes due to the expanded training audience) remained unchanged for COBRAS II.

- Training Audience. The divisional brigade headquarters consists of over 80 people. Additionally, there are numerous other soldiers who are part of the divisional supporting slice and who operate in and about the brigade headquarters. As a limited staff exercise, there was no intent that the COBRAS program provide full headquarters training. Instead, COBRAS was designed to serve as stepping-stone training in the staff process. The first year's effort, COBRAS I, addressed the activities of the commander, the principal staff officers, and those specialty staff officers who represent division support in logistics, fire support, mobility/countermobility, and air defense. COBRAS II expanded that list to also include the military police, signal, intelligence and electronic warfare, chemical, and army aviation representatives.

This expansion resulted in a training audience of 16: commander, executive officer (XO), operations officer (S3), intelligence officer (S2), adjutant (S1), logistics officer (S4), brigade engineer (BDE ENGR), fire support officer (FSO), fire support coordinator (FSCOORD), air defense coordinator (ADCOORD), forward support battalion commander (FSB CDR), military police platoon leader (MP PLT LDR), signal officer (SIGO), military intelligence company commander (MI Co Cdr), assistant S-3/chemical officer (CHEMO), and army aviation liaison officer (AVN LNO).

These individuals and their relationship within the rest of the brigade staff are depicted in Figure 2.

- Training Activities. Previous virtual simulation exercise development activities had all concentrated on the execution portion of the mission. The requirement for the COBRAS training was that it be expanded beyond execution to include also the phases of planning, preparation, and post-execution activities. The training on the planning phase would include an opportunity to practice a deliberate decision-making process (DDMP) and a time constrained decision-making process, called in COBRAS a modified decision-making process (MDMP).[2]

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[2] As the COBRAS efforts progressed, the Army's terminology for the various decision-making processes continued to evolve. The Army's decision was that there is one military decision-making process, and it is the deliberate decision-making process. There are no doctrinally prescribed abbreviations or accelerations of that process. It is still the military deliberate decision-making process whether it is done with adequate planning time, or has to be done within a time constrained planning window. The timing of that guidance precluded changing the terminology selected for COBRAS I and II. Therefore, throughout the supporting materials and in this description, COBRAS retained DDMP as the term for planning done within doctrinal norms for mission planning time and MDMP as the term for planning done under significant time limitations.
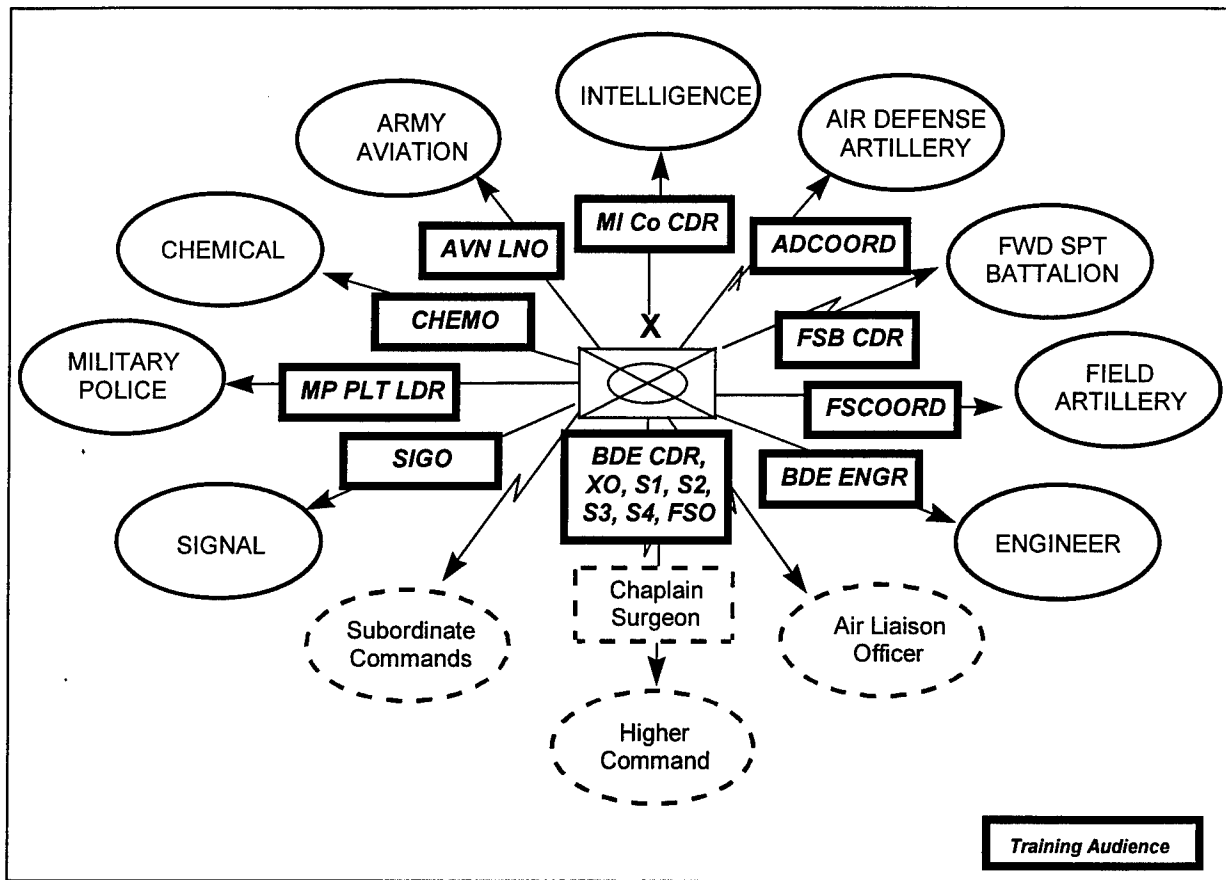
Figure 2. Selected training audience for the COBRAS brigade staff.

Analyzing Performance Requirements

The performance requirements for the COBRAS I training audience were developed using a process referred to as the Staff Performance Analysis (SPA).[3]

The SPA yielded a set of brigade staff tasks. The tasks were organized by mission (e.g., MTC), segment within each mission (e.g., mission analysis, course of action development) and duty position of the COBRAS I, 11-person training audience. Tasks were presented in roughly the order they are expected to occur during performance of the mission segments.

In the COBRAS TSP, the task lists are intended to be used as coaching guides for training observers and as job aids for the training participants. However, they identify only what is to be done, not how to do the task.

Modifying the Methodology for COBRAS II Performance Requirements

As mentioned previously, COBRAS II expanded the original 11-person training audience to include the MP platoon leader, signal officer, military intelligence company commander, assistant S-3/chemical officer, and the army aviation liaison officer. As a result, task lists had to be generated for each of these five staff officers, describing their individual activities and the

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[3] The research foundations and developmental processes for the SPA are described fully in Ford, L. and Campbell, R. (in press).

shared or staff group tasks performed in concert with the other 15 members of the training audience. In addition, the task lists of the original 11-person training audience had to be revised to reflect their interactions with the five additions to the training audience list. For example, the task list for the S-3, operations officer, had to be revised to reflect his interactions with the MP platoon leader, and the signal officer.

The complete application of the original SPA methodology would have required enacting all of the mission segments with the expanded audience present and repeating all the steps in the SPA methodology (as described in Ford, L. & Campbell, R., in press):

- Select the scenario event
- Observe the event
- Construct an event timeline
- Specify interaction nodes
- Identify decision points
- Identify products
- Conduct probes

As in COBRAS I, this would have to be done for at least two missions, MTC and AD. (The staff tasks for the two offensive operations, MTC and DATK, had been found to be virtually indistinguishable.) Experience in COBRAS I indicated that the detailed application of the SPA process would be extremely time consuming and would require a roleplayer to actively represent each member of the training audience. In COBRAS II, there was neither the time in the development schedule to support these complete roleplays, nor was the development staff large enough to provide dedicated roleplayers for each of the 16-member training audience.

Therefore, it was decided that the SPA process would be modified for the COBRAS II effort in order to identify the tasks for the additional five members of the training audience, and the additional tasks for the original 11-person training audience.

The Modified SPA (ModSPA) included the following steps:

- Use the COBRAS I task lists as the starting descriptions of staff activities.
- Assign COBRAS staff subject matter experts (SMEs) for each of the new positions .
- Replay each mission segment in a round table discussion with SMEs for the new positions and the original positions (most staff SMEs covered more than one position).
- Use existing COBRAS I lists as the framework and trigger for actions of new members and their interactions with the existing training audience members.
- Record the task lists for the five new members and changes to the task lists for the original 11-person training audience.
- Review all task lists against doctrinal and other publications.
- Record revisions and conduct a final review for consistency in terminology and level of detail.

The work began using this ModSPA process. Draft task lists for the DATK and AD missions were developed and entered into a Microsoft Access® database to facilitate sorting and sequencing. The DATK task list was then examined and modified as necessary to make it applicable to the MTC mission. Reviews were conducted for the DATK mission and changes made to the database.

At this point of the process, with the initial task lists drafted, the COBRAS II project obtained assistance from outside the existing staff. To continue the crosschecking and verification, a team that had worked over most of the previous three years on a contract defining and analyzing a battlefield functions model (Ford, J., Mullen, & Keesling, in press) was available to continue the review of the COBRAS II task lists. Their extensive work in exploring the staff activities at brigade and battalion level enabled them to provide a review of the technical adequacy of the draft task lists. They offered suggestions on modifications or additions to the task lists to make them more descriptive of the activity expected and provided a crosscheck for consistency among the task lists.

This augmentation team was briefed on the particular METT-T of the COBRAS exercise to ensure that they understood the cues which would generate the staff performance. They then conducted the reviews and made their suggestions in the form of updated databases for the various task lists.

These draft task lists were reviewed once more by the COBRAS team to insure that they were consistent with the METT-T of the COBRAS exercise. They were then placed into a final MS Word® format for inclusion in the TSP.

The Revised Brigade Staff Tasks

The COBRAS II task lists for the observer of the brigade XO are provided at Appendix A as an example of the final task lists. Two versions were prepared for the TSP: The observer task lists contain the details described below, while the versions for the training audience do not make reference to sample products.[4] Lists for MTC and DATK reflect activities for a DDMP as described in Army doctrine. The lists for the AD reflect activities for a modified, or accelerated, decision program under constrained time. The process used is described at the beginning of each training audience member's AD task list.

As in COBRAS I, the task lists are specific to the METT-T of the COBRAS scenario and to the directed activities of the COBRAS training design. Each task has the following components:

- Task number - The task sequence number within the mission segment. Subtasks are indicated by means of decimal places (e.g., 1.1, 1.2).

- Task statement - The task statement describes the action that should be performed.

- Product description - A specific outcome of the action described in the task statement (when it results in a product).

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[4] The full set of lists can be found in the training audience and observer task list packages of the COBRAS II TSP (ARI, 1997).

- Sample products - Sample products related to tasks are shown in **BOLD** in the product description on the observer task lists. These sample products, produced by the COBRAS staff, are examples of draft or working products, or final staff products which members of the staff might produce during the performance of the staff functions. They are included in the TSP and available for use by the observer in coaching or reviewing the training audience member's performance.

Use and Evaluation of the COBRAS II Task Lists

Approximately midway through the COBRAS II effort, the draft task lists for one mission were used in a unit trial of the program. An active duty brigade conducted a one mission training exercise to provide feedback on the exercise and its supporting products. The reactions to the task lists by observers and training audience were generally favorable.

Soldiers filling observer positions rated the task lists as useful in preparing them for the exercise, in keeping track of what to observe, and in coaching. They commented that the task lists were very good for someone without a great deal of recent experience in the area they were observing and were a good source for reviewing the steps or performance that should be expected of their assigned training audience member.

Training audience members rated the task lists as helpful in clarifying what the training audience would be doing during the training, anticipating the demands of their jobs during the exercise, and helpful in preparing for the exercise. They also commented that the task lists served as a memory jogger/reminder; they were an excellent tool--a good, comprehensive list, and an excellent reminder of things to focus on. Although the training audience reported that the task lists were useful in preparing for the exercise, the trial showed that they did not extensively use the task lists in preparing for the exercise.

Another trial with the same unit occurred in May 1997. By this time, the final TSP had been delivered. The use of and reactions to the task lists remained essentially unchanged from the previous trial.

Observations and Lessons Learned

Consistency with Existing Army Task Lists

The recognized lists of tasks for Army training are found in the Army Training and Evaluation Program - Mission Training Plans (ARTEP-MTPs). The tasks themselves are found in Section 5 of those publications, where the training and evaluation outlines (T&EOs) are provided for each task. It was ARTEP-MTP 71-3 (Department of the Army, 1988) for the brigade staff that was originally judged incomplete for supporting exercises such as COBRAS, prompting the effort within this program to provide additional detail and descriptions.

The differences between the intended use of the tasks in MTP 71-3 and the COBRAS task list generated considerable confusion throughout the effort. The purpose of the 71-3 MTP is to define the task domain for the brigade staff's responsibilities across all missions and conditions. It is not necessarily organized to describe the flow of a planning process, or other phase of operations, nor the flow of a specific training exercise.

On the other hand, the COBRAS task list was developed to support the particular METT-T of this COBRAS exercise and to specifically support the processes which were the focus of the observation and feedback system. That goal resulted in the level of detail and organization found in the COBRAS lists.

There was a natural desire to look at the COBRAS task lists for possible inclusion in the MTPs, thus improving the doctrinal task descriptions available to the brigade staff. It became obvious that the tasks could not be copied directly into 71-3 MTP. Many of the task statements would be classified in the MTP as task or subtask steps. Because of their intended use, conditions and standards were not included. Finally, the way the tasks were organized and their METT-T specific nature meant they certainly couldn't replace the existing task lists.

The lack of direct linkage to the existing task list became a problem as some looked for the task lists in COBRAS to point directly to the ARTEP tasks on which the exercise provided training. The question, "What ARTEP tasks are trained?" was frequently asked in reviews and discussions. Interestingly, the units who participated in trials of the exercise never had that question. Once they were told the METT-T for the exercise and the phases of the staff processes that would be trained, they readily accepted the exercise, not looking for specific staff officer or section task descriptions. They simply didn't need that level of task description to choose the exercise as a training event. The COBRAS exercise provides other significant explanatory material which covers the intent of and benefits to be gained by running the exercise. The TSP does not rely on the task lists to convey this information to commanders and training managers.

The MTP T&EOs are in a format that implies that they are for use in scoring subtask performance in terms of trained, practice needed, or untrained; and then used in a subjective summation process to assign a rating for the overall task. The COBRAS tasks do not support such a scoring process. The vast number of task statements would make it a significant administrative task just to record the observations, even if some observer could witness, assess, and judge each step. The observers in the trials showed no inclination to even attempt such a process. And, logic says this would not provide any useful information to the training audience anyway.

Despite these differences from the ARTEP tasks, the COBRAS task lists serve their intended role of describing the performance expectations of specific staff members in the particular METT-T of this exercise. However, the confusion between the intended use of the MTP tasks and the COBRAS task continues, and probably warrants reexamining the entire question of what staff task lists are used for and how staff processes should be best described. Staff task statements are clearly different from the task statements that describe physical activities (such as "disassemble a machinegun").

Task Lists as Surrogate Tactics, Techniques, and Procedures

To describe even the staff process activities of the brigade staff, not including the additional supervision, leadership tasks, is a significant effort. The sheer volume of these task statements attests to the difficulty of capturing all that these staff officers do. When sufficient detail is put into the descriptions to make them useful for describing to a staff officer what is expected, the task list becomes one which is less useful during the exercise. It becomes overwhelming.

There is probably a strong argument for developing complete tactics, techniques, and procedures (TTP) for these staff members, separate from the task lists. That would allow the MTPs to be used to describe staff functions, skills, or key staff techniques and procedures which are required, and would make the MTPs useful in designing and selecting training programs to address particular staff functions. The details of how those key techniques and procedures are done would be captured in other publications which tell staff members "how to," and provide the necessary additional information to be truly instructive.

Evolving Doctrine

Even in a relatively uncontroversial area such as staff processes, there is a significant challenge in capturing the current Army thinking and teaching on how various staff processes are done. During this program's development, identifying a consensus solution to the description of the decision-making processes used by brigades proved elusive. There was a wide range of possible solutions. Some variations were relatively superficial such as what to call a decision process conducted under significant time constraints. Others were substantive such as what is precisely occurring during each step. These solutions changed over time. The doctrinal publications stop far short of fully describing that process, while some non-doctrinal publications with extremely useful detail, are judged "non-doctrinal" by different reviewers.

The issue is not new and is not likely to be resolved. Many of the Army's processes or procedures are left to the judgment or prerogatives of the commander or staff. However, given the rapid turn-over in staff personnel, there is no good rationale for having each commander and staff essentially develop their own version of the decision-making process, only to leave within a year or two. Therefore, the Army needs to increase the standardization of these processes and have a well-defined accepted solution for staffs and commanders to study and use.

Summary and Conclusions

The process used to expand the task lists of the COBRAS II program was an effective process for building on the SPA methodology used in COBRAS I. The resulting task lists support the exercise and are useful in their intended purpose of providing a description of the performance expected of the training audience in this exercise.

Areas for Future Work

This effort indicates need for continued research into the function that tasks serve in Army training. Tasks, conditions, and standards as a method of conveying training objectives have made a major contribution. They are extremely useful in describing individual performance, particularly manual activities; however, they become more unwieldy when used to describe collective, staff or other cognitive activities. A review of what purpose tasks, conditions, and standards serve at what level, and how they could best be constructed would make them more useful in describing and supporting Army training. Areas for examination, particularly in the area of staff training, could be:

- What activity descriptions are useful in selecting various training exercises or alternatives?

- What activity descriptions are useful in providing feedback and coaching during training?

- What activity descriptions are useful in describing the anticipated focus of training to the training audience?

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APPENDIX A

Sample COBRAS Brigade Staff Tasks

Executive Officer — Movement to Contact

Mission Analysis

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1   **Task:**   Develops a brigade planning timeline that outlines the main events in the staff decision making process (DMP) and issues it to the brigade participants in the planning process for the current mission.

    Cue: Receipt of Division order

    Product: Brigade planning timeline for all brigade DMP participants

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2   **Task:**   Receives guidance and commander's critical information requirements (CCIR) from the brigade commander and relays to the staff.

    Cue:

    Product:

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3   **Task:**   Gathers the staff to collect questions, and provide guidance.

    Cue:

    Product:

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4   **Task:**   Discusses the enemy situation with the S2.

    Cue:

    Product: **[Sample Enemy Course of Action (COAs)]**

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5   **Task:**   Verifies that the intelligence preparation of the battlefield (IPB) has been completed through step 4.

    Cue:

    Product:

Executive Officer — Movement to Contact

Mission Analysis

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6   **Task:**   Leads the staff in consolidating individual staff mission analysis results into the products that define brigade mission analysis.

Cue: Brigade planning timeline for mission analysis

Product: Consolidated staff mission analysis information which includes: lists for brigade facts and assumptions, specified and implied tasks, essential tasks, constraints and restrictions, available assets and restated mission

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7   **Task:**   Provides guidance to staff and identifies brigade facts, assumptions, and limitations that could lead to mission shortcomings.

Cue:

Product: **[Sample Facts List] [Sample Assumptions List]**

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8   **Task:**   Identifies specified, implied and essential tasks with the staff.

Cue:

Product: List of essential tasks **[Sample Specified, Implied and Essential Tasks]**

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9   **Task:**   Identifies essential tasks with the staff.

Cue:

Product:

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10   **Task:**   Modifies/approves the draft restated mission.

Cue: S3 submits draft of restated mission

Product: Draft restated mission **[Sample Essential Tasks, Proposed Restated Mission and Cdr's Intent]**

Executive Officer — Movement to Contact

Mission Analysis

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11   **Task:**   Reviews the mission analysis briefing presentations with individual staff members.

   Cue: Planning timeline

   Product: Mission analysis briefing charts

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12   **Task:**   Directs the posting of the corps and division commander's mission and intent.

   Cue:

   Product:

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13   **Task:**   Leads the mission analysis briefing to the brigade commander.

   Cue: Designated time for mission analysis briefing

   Product:

---

14   **Task:**   Receives the commander's decision and implements guidance through instructions to staff.

   Cue:

   Product: Approved restated mission and other mission analysis products **[Sample Essential Tasks, Proposed Restated Mission and Cdr's Intent]**

---

15   **Task:**   Modifies or approves draft brigade warning order and submits to brigade commander for final approval.

   Cue:

   Product: Approved brigade warning order

Executive Officer — Movement to Contact

COA Development

1   **Task:**   Analyzes the brigade commander's guidance and develops method for incorporating in COAs.

       Cue: Receives commander's guidance

       Product:

---

2   **Task:**   Acts as the facilitator during the development of the brigade COAs by ensuring that each staff section is fully involved and is considering application of their own Battlefield Operating System (BOS)/function.

       Cue: Brigade planning timeline for COA development

       Product: **[Sample Friendly COAs]**

---

3   **Task:**   Makes the final determination of whether the brigade COAs are suitable, distinguishable, complete, acceptable, and feasible prior to COA briefing to the commander.

       Cue:

       Product:

---

4   **Task:**   Receives commander's guidance as a result of COA brief and ensures implementation of guidance through staff.

       Cue:

       Product:

---

5   **Task:**   Ensures staff members clearly understand the COAs which will be wargamed.

       Cue:

       Product:

COA Development

6   **Task:**   Monitors S2's and S3's development of initial reconnaissance concept and taskings.

     Cue:

     Product:

Wargaming

---

1   **Task:**   Directs the staff in preparing for wargaming by gathering all necessary information and materials including updated estimates, COA statements and sketches (tasks and purpose for each subordinate command, brigade main effort), synch matrix, critical event task list and action-reaction-counter action sheet.

       Cue: Brigade planning timeline for wargaming

       Product: **[Sample Synch Matrix]**

1.1   **Task:**   Identifies friendly critical events in coordination with the S3.

       Cue:

       Product: List of friendly critical events

1.2   **Task:**   Recommends the wargaming method and recording technique to the brigade commander.

       Cue:

       Product:

1.3   **Task:**   Determines evaluation criteria that will be used to measure relative effectiveness and efficiency of one COA relative to other COAs.

       Cue:

       Product: List of evaluation criteria **[Sample Decision Matrix]**

---

2   **Task:**   Guides the staff during the wargaming process to ensure that significant issues are addressed.

       Cue:

       Product:

Executive Officer — Movement to Contact

Wargaming

2.1 **Task:** Leads the staff during the wargaming so as to determine branches based on enemy successes, decision points, CCIR, high payoff target (HPT), named area of interest (NAI)/target area of interest (TAI) reconnaissance and surveillance (R&S) plan information and other similar critical BOS related information.

Cue:

Product: Synchronized plan **[Sample decision support template (DST)]**

2.2 **Task:** Leads the staff in the continuous assessment during the wargaming to ensure COAs remain feasible, that risks are identified, that premature conclusions are not drawn and comparison of COAs is not done during wargaming.

Cue:

Product:

2.3 **Task:** Cues the recorder to capture wargaming actions , decisions and results.

Cue:

Product: Completed synch matrix and notes on wargaming

2.4 **Task:** Directs the S3 to update COA statements and overlays, DST/decision support matrix (DSM) and synchronization matrix. COA statement and sketch for all COA and completed DST/DSM.

Cue: Completion of wargaming

Product: COA statement and sketch for all COA and completed DST/DSM and synchronization matrix.

---

3 **Task:** Insures early reconnaissance tasks are identified and planning for support of recon effort is ongoing.

Cue:

Product:

Executive Officer — Movement to Contact

COA Comparison

---

1   **Task:**   Leads the staff in reviewing and updating evaluation criteria developed during wargaming based on: characteristics of operations, brigade commander's guidance, battlefield framework, BOS considerations and risk.

        Cue:

        Product: Revised list of evaluation criteria and draft decision matrix

---

2   **Task:**   Leads the staff in completing the brigade decision matrix, comparing all selected COA and noting any dissenting or modifying recommendations.

        Cue:

        Product: Brigade COA decision matrix **[Sample Decision Matrix]**

---

3   **Task:**   Leads the staff in determining the staff recommended COA.

        Cue:

        Product: Brigade staff recommended COA

---

4   **Task:**   Directs the staff in preparation for the decision briefing to the commander by stating the briefing outline and schedule and ensures the S3 has prepared the necessary charts and overlays.

        Cue:

        Product: Decision brief schedule and charts

---

5   **Task:**   Conducts the commander's decision brief and provides the commander a description of each COA , gives an evaluation of each COA and briefs the staff recommended COA.

        Cue:

        Product: Commander approved COA and guidance

COA Comparison

---

6   **Task:**   Receives the commander's decision, insures commander's intent and guidance is understood by staff. Insures staff has all decisions necessary to begin order preparation.

      Cue:

      Product:

---

7   **Task:**   Approves warning order and submits to the brigade commander for his approval.

      Cue:

      Product: Approved warning order

Executive Officer — Movement to Contact

Orders Prep

---

1   **Task:**   Directs the staff to complete coordination and planning necessary to implement approved COA and commander's guidance.

        Cue: Brigade planning timeline for orders prep

        Product: Coordinated and synchronized brigade operations order (OPORD)

---

2   **Task:**   Provides guidance and timeline for brigade OPORD preparation to the staff members.

        Cue:

        Product:

2.1   **Task:**   Receives the commander's intent statement from the brigade commander and provides to the S3 to be included in paragraph 3 of the brigade order.

        Cue:

        Product: Commander's Intent statement

2.2   **Task:**   Directs the S3 to receive CCIR (priority intelligence requirement [PIR], essential elements of friendly information [EEFI], friendly force information requirements [FFIR]) from the commander and staff to be included in paragraph 3.d.,"Execution: Coordinating Instructions," of the brigade order.

        Cue:

        Product: Final CCIR

2.3   **Task:**   Convenes the targeting team to coordinate and finalize targeting planning which includes final HPT list, attack guidance matrix (AGM) information and target selection standards (TSS).

        Cue:

        Product: Final HPTL, AGM and TSS

Orders Prep

2.4   **Task:**   Directs the S3 to write base OPORD (5 paragraph) with input from appropriate staff officers.

         Cue:

         Product: [Sample Brigade Order]

2.5   **Task:**   Assigns responsibilities for production of OPORD annexes: Annex A - S3, Annex B - S2, Annex C - S3, Annex D - ENGR, Annex F - FSO, Annex G - ADCOORD, Annex Q - S1/S4, Annex N - CHEMO, Annex I - S2.

         Cue:

         Product:

---

3   **Task:**   Reviews all brigade order materials and annexes as they are prepared by the staff.

         Cue:

         Product:

---

4   **Task:**   Reviews final draft brigade OPORD with the S3.

         Cue:

         Product: Final draft OPORD and annexes

---

5   **Task:**   Submits the draft brigade OPORD to the brigade commander for review and approval.

         Cue:

         Product:

Orders Prep

---

6   **Task:**   Reviews and approves the DST and synch matrix.

         Cue:

         Product: Final DST; synch matrix

---

7   **Task:**   Verifies that reconnaissance taskings support the CCIR and all aspects of support for reconnaissance are provided.

         Cue:

         Product:

---

8   **Task:**   Authorizes the reproduction of the brigade OPORD.

         Cue: Brigade commander's approval

         Product:

Executive Officer — Movement to Contact

Rehearsal

1   **Task:**   Prepares for the rehearsal by reviewing the synch matrix, the DST, the operations graphics, and the intelligence graphics.

     Cue: Brigade planning timeline for the rehearsal.

     Product:

---

2   **Task:**   Directs the preparation and set up of the rehearsal following the dictates of the commander.

     Cue: Receives commander's guidance

     Product: Prepared rehearsal site

---

3   **Task:**   Presents administrative information and the rehearsal agenda.

     Cue:

     Product:

---

4   **Task:**   Directs the S3 to orient rehearsal participants to the terrain, read mission statement and to identify critical events.

     Cue: DST and synch matrix

     Product:

---

5   **Task:**   Identifies recorder to track staff input and record any staff changes or new requirements.

     Cue:

     Product:

Rehearsal

---

6   **Task:**   Directs the rehearsal participants to rehearse decision points and walk through the actions pertaining to each critical event.

      Cue:

      Product:

---

7   **Task:**   Verifies the synch matrix.

      Cue:

      Product:

---

8   **Task:**   Participates in the commander's review of the rehearsal to confirm significant changes or new requirements discussed during the rehearsal.

      Cue: Commander's review following the rehearsal

      Product: Notes concerning commanders guidance

---

9   **Task:**   Directs the staff to develop plans to address new requirements or changes to the plan identified during the rehearsal.

      Cue:

      Product: Finalized input for brigade fragmentary order (FRAGO)

---

10   **Task:**   With the commander's approval, issues a FRAGO or implementing instructions to the OPORD and annexes based on the rehearsal.

      Cue:

      Product: Brigade FRAGO

Executive Officer — Movement to Contact

Execution

1   **Task:**   As the Main command post (CP) officer in charge (OIC), directs the brigade staff in the monitoring of the deep, close and rear battles according to the synch matrix, the DST/DSM and the brigade commander's guidance.

        Cue:

        Product: Synchronized brigade operations

1.1   **Task:**   Periodically assesses the capabilities of the brigade.

        Cue: Situation reports; staff assessments

        Product:

1.2   **Task:**   Directs efforts of battle captain in coordinating tactical operations center (TOC) operations.

        Cue:

        Product:

---

2   **Task:**   Ensures the brigade staff is acquiring information according to the CCIR and other information necessary for synchronized operations.

        Cue:

        Product: Information to satisfy CCIR

2.1   **Task:**   Confirms that all units are on proper radio nets.

        Cue:

        Product:

Execution

2.2 **Task:** Checks readiness of units for movement to contact.

Cue:

Product:

2.3 **Task:** Monitors the movement of units after line of departure (LD).

Cue:

Product:

2.4 **Task:** Ensures the S3 section reports on critical events in accordance with the DST as events occur.

Cue:

Product:

2.5 **Task:** Monitors the reconnaissance and surveillance operation.

Cue:

Product:

2.6 **Task:** Monitors adjacent unit progress and brigade's manning of contact points.

Cue:

Product:

Executive Officer — Movement to Contact

Execution

2.7 **Task:** Continuously monitors readiness status of subordinate units.

 Cue: Situation reports; status reports

 Product:

2.8 **Task:** Monitors fire support, mobility, counter mobility and survivability, air defense, signal and combat service support (CSS) operations.

 Cue: Synch matrix, CCIR and battlefield events

 Product: BOS situational awareness

---

3 **Task:** Directs the staff to communicate brigade battlefield information to include brigade status and situation to higher and adjacent units and brigade, division and adjacent unit information to subordinate units, brigade CPs and the brigade commander and staff.

 Cue: Battlefield situation and reports.

 Product:

3.1 **Task:** Ensures higher headquarters (HQ) is apprised of movement progress.

 Cue: Initiation of movement

 Product:

3.2 **Task:** Ensures the S2 section provides intelligence reports to the division in accordance with division collection plan and CCIR.

 Cue:

 Product:

Executive Officer — Movement to Contact

Execution

3.3 **Task:** Ensures that the S2 disseminates intelligence updates to division, brigade commander, and subordinate units.

Cue:

Product:

3.4 **Task:** Informs brigade commander of unit capabilities.

Cue:

Product:

3.5 **Task:** Directs brigade staff elements in tactical command post (TAC), Main and Rear CPs to maintain current situation by monitoring the appropriate nets and posting maps and updating charts.

Cue:

Product: Brigade CP situation awareness

---

4 **Task:** Assists the brigade commander in the synchronization of the battle by coordinating with the brigade staff members and other CPs to ensure all brigade combat power is applied according to the concept of the operation, the DST/DSM and the synch matrix.

Cue:

Product: Synchronized battle

4.1 **Task:** Controls movement of units from assembly area (AA) to attack (ATK) to LD.

Cue: Initiation of movement

Product:

Execution

4.2 **Task:** Takes action, in conjunction with the brigade S2 and S3, to ensure that the brigade R&S plan is effective, to include observers assigned responsibility for targets/NAI are in position, assets are reconstituted if lost, PIR are being satisfied and sufficient R&S assets are available to conduct rear area operations.

Cue:

Product:

4.3 **Task:** Convenes the targeting team to coordinate brigade targeting to include identifying HPT and deep attack targets, assets to conduct the attack and updating of the attack guidance and target selection standards.

Cue: Changes in METT-T and battlefield events

Product: Coordinated targeting plan for deep, close and rear operations

---

4.4 **Task:** Direct the staff in coordinating execution of the brigade deep battle, assessing results of the attacks and coordinating reattacks, as required.

Cue: Synch matrix; DST

Product:

4.5 **Task:** Coordinates with the CHEMO concerning mission oriented protective posture (MOPP) status, smoke operations and decontamination requirements for brigade units.

Cue:

Product:

4.6 **Task:** Coordinates with the brigade engineer to ensure capability exists to reduce enemy obstacles and to employ SCATMINES and family of scatterable mines (FASCAM).

Cue:

Product:

Executive Officer — Movement to Contact

Execution

4.7 **Task:** Takes action, in conjunction with the ADCOORD to ensure that Air Defense priorities and positioning support brigade operations.

  Cue:

  Product:

4.8 **Task:** Take action in conjunction with the brigade FSO or FSCOORD to ensure that the FS plan is supportive of current brigade operations.

  Cue:

  Product:

4.9 **Task:** Directs the BSO to ensure brigade communications can support brigade operations to include status of retransmission capability and communications for and between CP locations.

  Cue:

  Product:

4.10 **Task:** Takes action in conjunction with the S1/S4 to ensure CSS can support brigade operations to include military police (MP) missions, casualty evacuation (CASEVAC) system, supply priorities, critical personnel replacements and FSB Rear CP and brigade support area (BSA) status.

  Cue:

  Product:

4.11 **Task:** Anticipates requirements for, requests and coordinates employment of additional combat, combat support or CSS assets needed for support of brigade operations.

  Cue: Battlefield events and change in METT-T

  Product:

Executive Officer — Movement to Contact

Execution

4.12 **Task:**   Directs the S3 to coordinate and control brigade rear area protection operations.

       Cue: Rear area threat

       Product:

---

5 **Task:**   Directs the brigade staff during the planning process associated with the commander's decision to issue a FRAGO based on changes in METT-T.

       Cue: Brigade commander's decision to issue a FRAGO.

       Product: Brigade FRAGO

5.1 **Task:**   Reviews draft FRAGO, provides FRAGO to commander for approval, and directs the brigade S3 to issue the FRAGO.

       Cue:

       Product:

Executive Officer — Movement to Contact

Execution (Consolidation/Reorganization)

---

1 **Task:** Alerts the staff to start preparing for consolidation and reorganization.

   Cue: Receives division FRAGO

   Product:

---

2 **Task:** Confirms that the enemy is not advancing by contacting the deputy G2 at division tactical command post.

   Cue: Receives division FRAGO

   Product:

---

3 **Task:** Coordinates the staff in developing a consolidation and reorganization plan.

   Cue: Planning timeline set by XO

   Product: Draft plan for consolidation and reorganization

---

4 **Task:** Coordinates with the brigade commander for approval of the plan for consolidation and reorganization.

   Cue: Draft plan for consolidation and reorganization

   Product: Approved plan for consolidation and reorganization

---

5 **Task:** Directs that a FRAGO be published with a new mission.

   Cue: Approved plan for consolidation and reorganization; division FRAGO

   Product: Draft FRAGO

Execution (Consolidation/Reorganization)

---

6   **Task:**   Reviews the FRAGO before dissemination.

      Cue: Draft FRAGO

      Product: FRAGO

Executive Officer — Area Defense

Mission Analysis

---

1   **Task:**   Directs the staff to brief the current information relevant to their staff area to the brigade commander.

       Cue: Request by commander for update brief

       Product:

1.1   **Task:**   Identifies for the commander significant factors concerning brigade's readiness and conditions.

       Cue:

       Product:

1.2   **Task:**   Summarizes status of critical replenishment tasks and recommends priorities to the commander.

       Cue:

       Product:

---

2   **Task:**   Reads the division order and begins planning individual tasks for the staff.

       Cue: Receives division order

       Product: List of planning tasks for staff

---

3   **Task:**   Develops a brigade planning timeline that outlines the main events in the staff DMP and issues it to the brigade participants in the planning process for the current mission.

       Cue: Receipt of Division order

       Product: Brigade planning timeline for all brigade DMP participants

---

Executive Officer — Area Defense

Mission Analysis

---

4   **Task:**   Receives guidance and CCIR from the brigade commander and relays to the staff.

      Cue:

      Product:

---

5   **Task:**   Gathers the staff to collect questions, and provide commander's and his own guidance.

      Cue:

      Product:

---

6   **Task:**   Discusses the enemy situation with the S2.

      Cue: None

      Product:

---

7   **Task:**   Verifies that the IPB has been completed through step 4 and that S2 has provided two enemy COAs to Commander.

      Cue:

      Product: Two enemy COAs for Commander's COA development process **[Sample Enemy COAs]**

---

8   **Task:**   Leads the staff in consolidating individual staff mission analysis results into the products that define brigade mission analysis.

      Cue: Brigade planning timeline for mission analysis

      Product: Consolidated staff mission analysis information which includes: lists for brigade facts and assumptions, specified and implied tasks, essential tasks, constraints and restrictions, available assets and restated mission

---

Executive Officer — Area Defense

Mission Analysis

---

9   **Task:**   Provides guidance to staff and identifies brigade facts, assumptions, restrictions and constraints.

   Cue:

   Product: Facts, assumptions, and limitations **[Sample Facts and Assumptions Lists] [Sample Restrictions and Constraints]**

---

10   **Task:**   Identifies specified, implied and essential tasks with the staff.

   Cue:

   Product: List of specified, implied and essential tasks **[Sample Specified, Implied and Essential Tasks]**

---

11   **Task:**   Continues to monitor current operations and brigade's transition in the hasty defense.

   Cue:

   Product:

---

12   **Task:**   Modifies/approves the draft restated mission.

   Cue: S3 submits draft of restated mission

   Product: Draft restated mission **[Sample Essential Tasks Proposed Restated Mission]**

---

13   **Task:**   Reviews the mission analysis updates with individual staff members.

   Cue: Planning timeline

   Product: Mission analysis briefing charts

Executive Officer — Area Defense

Mission Analysis

---

14   **Task:**   Directs the posting of the corps and division commander's mission and intent.

      Cue:

      Product:

---

15   **Task:**   Leads the presentation of mission analysis information to the brigade commander.

      Cue: Designated time for mission analysis briefing

      Product:

---

16   **Task:**   Receives the commander's decision and implements guidance through instructions to staff.

      Cue:

      Product: Approved restated mission and other mission analysis products **[Sample Essential Tasks, Proposed Restated Mission and Cdr's Intent]**

---

17   **Task:**   Modifies or approves draft brigade warning order and submits to brigade commander for final approval.

      Cue:

      Product: Approved brigade warning order

Executive Officer — Area Defense

COA Development

1   **Task:**   Receives brigade commander developed initial COA and commander's guidance on staff involvement in COA refinement and analyzes commander's concept.

            Cue: Brigade planning timeline for COA development

            Product: Initial COA developed by commander **[Sample Friendly COAs]**

---

2   **Task:**   In conjunction with the brigade commander directs the S3 and staff in the development of a scheme of maneuver and BOS concepts to support the commander's initial COA.

            Cue: Commander's initial COA

            Product: Revised commander's initial COA

---

3   **Task:**   In conjunction with the brigade commander and staff, ensures the suitability, completeness, feasibility and acceptability of the COA prior to wargaming.

            Cue:

            Product:

---

4   **Task:**   Receives and records commander's guidance at conclusion of COA development.

            Cue: Brigade planning timeline for COA brief

            Product: Approved COA for wargaming; Notes capturing commander's guidance

---

5   **Task:**   Directs the S3 to develop COA products defining the approved COA, such as COA statement and sketch, for use during wargaming.

            Cue: Commander's approved COA and guidance

            Product: COA statement and sketch

COA Development

6 **Task:** Monitors S2 and S3's development of initial reconnaissance concept and taskings.
   Cue:
   Product:

Executive Officer — Area Defense

Wargaming

1　**Task:**　Directs the staff in preparing for wargaming by gathering all necessary information and materials including updated estimates, COA statement and sketch, synch matrix, critical event task list and action-reaction-counter action sheet.

　　　Cue:　Brigade planning timeline for wargaming

　　　Product: **[Sample Synch Matrix]**

1.1　**Task:**　Identifies friendly critical events in coordination with the brigade commander and S3.

　　　Cue:

　　　Product:　List of friendly critical events

1.2　**Task:**　Recommends the wargaming method and recording technique to the brigade commander.

　　　Cue:

　　　Product:

1.3　**Task:**　Determines evaluation criteria that will be used to measure and compare COAs.

　　　Cue:

　　　Product:

2　**Task:**　Conducts the wargaming, in conjunction with the brigade commander, and ensures the critical events of the commander's COA are thoroughly examined during the action-reaction-counteraction process.

　　　Cue:

　　　Product:

Executive Officer — Area Defense

Wargaming

2.1   **Task:** Leads the staff during the wargaming, in conjunction with the brigade commander so as to determine branches based on enemy successes, decision points, CCIR, HPT, NAI/TAI, R&S plan information and other similar critical BOS related information.

       Cue:

       Product: Synchronized plan **[Sample Decision Support Template]**

2.2   **Task:** Conducts an assessment during the wargaming to ensure the COA remains feasible, that risks are identified, and that premature conclusions are not drawn.

       Cue:

       Product:

2.3   **Task:** Cues the recorder to capture wargaming actions, decisions and results.

       Cue:

       Product: Completed synch matrix and notes on wargaming

---

3   **Task:** Directs S3 to update the COA statement and overlay, synch matrix and DST/DSM for use during preparation of the order.

       Cue: Completion of wargaming

       Product: COA statement and sketch, synch matrix, and DST/DSM

---

4   **Task:** Insures Commander's guidance reflected in his approval of the refined COA is understood by the staff.

       Cue:

       Product:

Wargaming

---

5   **Task:**   Insures staff has all decisions it needs to complete the order.

        Cue:

        Product:

5.1   **Task:**   Asks for clarification on further guidance for commander.

        Cue:

        Product:

5.2   **Task:**   Clarifies staff taskings to follow up on critical assumptions or requests for information (RFIs) needed to complete the plan.

        Cue:

        Product:

---

6   **Task:**   Directs the S3 to obtain input from brigade staff, write the warning order and submit to brigade XO for approval.

        Cue: Brigade planning timeline for warning order

        Product: Draft warning order

---

7   **Task:**   Revise draft warning order, if necessary, provide to commander for approval and direct S3 to issue to brigade units.

        Cue: Brigade planning timeline for warning order

        Product: Approved brigade warning order received by brigade units

---

Executive Officer — Area Defense

Orders Prep

1 **Task:** Directs the staff to complete coordination and planning necessary to implement approved COA and commander's guidance.

Cue: Brigade planning timeline for orders prep

Product: Coordinated and synchronized brigade OPORD

---

2 **Task:** Provides guidance and timeline for brigade OPORD preparation to the staff members.

Cue:

Product:

2.1 **Task:** Receives the commander's intent statement from the brigade commander and provides to the S3 to be included in paragraph 3 of the brigade order.

Cue:

Product: Commander's Intent statement

2.2 **Task:** Directs the S3 to receive CCIR (PIR, EEFI, FFIR) from the commander and staff to be included in paragraph 3.d.,"Execution: Coordinating Instructions," of the brigade order.

Cue:

Product: Final CCIR

2.3 **Task:** Convenes the targeting team to coordinate and finalize targeting planning which includes final HPT list, AGM information and TSS.

Cue:

Product: Final HPTL, AGM and TSS

Orders Prep

2.4   **Task:**   Directs the S3 to write base OPORD (5 paragraph) with input from appropriate staff officers.

       Cue:

       Product: **[Sample Brigade Order]**

2.5   **Task:**   Assigns responsibilities for production of operations order annexes: Task organization annex - S3, Operations annex - S3, Intelligence annex - S2, Engineer annex - ENGR, Fire Support annex - FSO, Air Defense annex - ADCOORD, CSS annex - S1/S4, NBC Defense annex - CHEMO, Civil Affairs annex - S1, Army Aviation annex - AV LNO, A2C2 annex - S3 and AV LNO, Electronic warfare annex - S2 and MI company commander, Rear area operations annex - S3 and FSB commander.

       Cue:

       Product: **[Sample Brigade Order]**

---

3   **Task:**   Reviews all brigade order materials and annexes as they are prepared by the staff.

       Cue:

       Product:

---

4   **Task:**   Reviews final draft brigade OPORD with the S3.

       Cue:

       Product: Final draft OPORD and annexes

---

5   **Task:**   Submits the draft brigade OPORD to the brigade commander for review and approval.

       Cue:

       Product:

Executive Officer — Area Defense

Orders Prep

6   **Task:**   Reviews and approves the DST and synch matrix.

        Cue:

        Product: Final DST; synch matrix

---

7   **Task:**   Verifies that the reconnaissance taskings support the CCIR and all aspects of support for reconnaissance effort are provided.

        Cue:

        Product:

---

8   **Task:**   Authorizes the reproduction of the brigade OPORD.

        Cue: Brigade commander's approval

        Product:

Executive Officer — Area Defense

Rehearsal

1 **Task:** Prepares for the rehearsal by reviewing the synch matrix, the DST, the operations graphics, and the intelligence graphics.

    Cue: Brigade planning timeline for the rehearsal.

    Product:

---

2 **Task:** Directs the preparation and set up of the rehearsal following the dictates of the commander.

    Cue: Receives commander's guidance

    Product: Prepared rehearsal site

---

3 **Task:** Presents administrative information and the rehearsal agenda.

    Cue:

    Product:

---

4 **Task:** Directs the S3 to orient rehearsal participants to the terrain, read mission statement and to identify critical events.

    Cue: DST and synch matrix

    Product:

---

5 **Task:** Identifies recorder to track staff input and record any staff changes or new requirements

    Cue:

    Product:

Rehearsal

---

6   **Task:**   Directs the rehearsal participants to rehearse decision points and walk through the actions pertaining to each critical event.

       Cue:

       Product:

---

7   **Task:**   Verifies the synch matrix.

       Cue:

       Product:

---

8   **Task:**   Participates in the commander's review of the rehearsal to confirm significant changes or new requirements discussed during the rehearsal.

       Cue: Commander's review following the rehearsal

       Product: Notes concerning commander's guidance

---

9   **Task:**   Directs the staff to develop plans to address new requirements or changes to the plan identified during the rehearsal.

       Cue:

       Product: Finalized input for brigade FRAGO

---

10   **Task:**   With the commander's approval, issues a FRAGO or implementing instructions to the OPORD and annexes based on the rehearsal.

       Cue:

       Product: Brigade FRAGO

Executive Officer — Area Defense

Execution

---

1 **Task:** As the Main CP OIC, directs the brigade staff in the monitoring of the deep, close and rear battles according to the synch matrix, the DST/DSM and the brigade commander's guidance.

Cue:

Product: Synchronized brigade operations

1.1 **Task:** Periodically assesses the capabilities of the brigade.

Cue: Situation reports; staff assessments

Product:

1.2 **Task:** Directs efforts of battle captain in coordinating TOC operations.

Cue:

Product:

---

2 **Task:** Ensures the brigade staff is acquiring information according to the CCIR and other information necessary for synchronized operations.

Cue: Reports and information from higher, adjacent and subordinate units, other brigade CPs, and internal staff coordination

Product: Information to satisfy CCIR

2.1 **Task:** Confirms that all units are on proper radio nets.

Cue:

Product:

Execution

2.2 **Task:** Checks readiness of units for execution.
      Cue:
      Product:

2.3 **Task:** Monitors the movement of units after LD.
      Cue:
      Product:

2.4 **Task:** Ensures the S3 section reports on critical events in accordance with the DST as events occur.
      Cue:
      Product:

2.5 **Task:** Monitors the reconnaissance and surveillance operation.
      Cue:
      Product:

2.6 **Task:** Monitors adjacent unit progress and brigade's manning of contact points.
      Cue:
      Product:

Execution

2.7   **Task:**   Continuously monitors readiness status of subordinate units.

          Cue: Situation reports; status reports

          Product:

2.8   **Task:**   Monitors nuclear, biological and chemical (NBC) battle management and smoke, aviation, fire support, mobility, counter mobility and survivability, air defense, signal and CSS operations.

          Cue: Synch matrix, CCIR and battlefield events

          Product: BOS situational awareness

---

3   **Task:**   Directs the staff to communicate brigade battlefield information to include brigade status and situation to higher and adjacent units and brigade, division and adjacent unit information to subordinate units, brigade CPs, and the brigade commander and staff.

          Cue: Battlefield situation and reports.

          Product:

3.1   **Task:**   Ensures higher HQ is apprised of movement progress.

          Cue: Initiation of movement

          Product:

3.2   **Task:**   Ensures the S2 section provides intelligence reports to division in accordance with division collection plan and CCIR.

          Cue:

          Product:

Executive Officer — Area Defense

Execution

3.3 **Task:**   Ensures that the S2 disseminates intelligence updates to division, brigade commander, and subordinate units.

Cue:

Product:

3.4 **Task:**   Informs brigade commander of unit capabilities.

Cue:

Product:

3.5 **Task:**   Directs brigade staff elements in TAC, Main and Rear CPs to maintain current situation by monitoring the appropriate nets and posting maps and updating charts.

Cue:

Product: Brigade CP situation awareness

---

4 **Task:**   Assists the brigade commander in the synchronization of the battle by coordinating with the brigade staff members and other CPs to ensure all brigade combat power is applied according to the concept of the operation, the DST/DSM and the synch matrix.

Cue:

Product: Synchronized battle

4.1 **Task:**   Controls movement of units to subsequent defensive positions.

Cue: Initiation of movement

Product:

Execution

4.2 **Task:** Takes action, in conjunction with the brigade S2 and S3, to ensure that the brigade R&S plan is effective, to include observers assigned responsibility for targets/ NAI and in position, assets are reconstituted if lost, PIR are being satisfied and sufficient R&S assets are available to conduct rear area operations.

Cue:

Product:

4.3 **Task:** Convenes the targeting team to coordinate brigade targeting to include identifying HPT and deep attack targets, assets to conduct the attack, and updating of the attack guidance and target selection standards.

Cue: Changes in METT-T and battlefield events

Product: Coordinated targeting plan for deep, close and rear operations

---

4.4 **Task:** Direct the staff in coordinating execution of the brigade deep of battle, assessing results of the attacks and coordinating reattacks, as required.

Cue: Synch matrix; DST

Product:

4.5 **Task:** Coordinates with the CHEMO concerning MOPP status, smoke operations and decontamination requirements for brigade units.

Cue:

Product:

4.6 **Task:** Coordinates with the brigade engineer to ensure capability exists to reduce enemy obstacles and to employ SCATMINES and FASCAM.

Cue:

Product:

Executive Officer — Area Defense

Execution

4.7   **Task:**   Takes action, in conjunction with the ADCOORD to ensure that Air Defense priorities and positioning support brigade operations.

       Cue:

       Product:

4.8   **Task:**   Take action in conjunction with the brigade FSO or FSCOORD to ensure that the FS plan is supportive of current brigade operations.

       Cue:

       Product:

4.9   **Task:**   Takes action in conjunction with the S3 or the AVN LNO to ensure that army aviation employment supports brigade operations.

       Cue:

       Product:

4.10   **Task:**   Directs the BSO to ensure brigade communications can support brigade operations to include status of retransmission capability and communications for and between CP locations.

       Cue:

       Product:

4.11   **Task:**   Takes action in conjunction with the S1/S4 to ensure CSS can support brigade operations to include MP missions, CASEVAC system, supply priorities, critical personnel replacements and FSB Rear CP and BSA status.

       Cue:

       Product:

Executive Officer — Area Defense

Execution

4.12 **Task:** Anticipates requirements for, requests and coordinates employment of additional combat, combat support or CSS assets needed for support of brigade operations.

Cue: Battlefield events and change in METT-T

Product:

4.13 **Task:** Monitors passage of CSS units through passage lanes.

Cue:

Product:

4.14 **Task:** Directs the S3 to coordinate and control brigade rear area protection operations.

Cue: Rear area threat

Product:

---

5 **Task:** Directs the brigade staff during the planning process associated with the commander's decision to issue a FRAGO based on changes in METT-T.

Cue: Brigade commander's decision to issue a FRAGO.

Product: Brigade FRAGO

5.1 **Task:** Reviews the draft FRAGO, provides FRAGO to commander for approval, and directs the brigade S3 to issue the FRAGO.

Cue:

Product:

Executive Officer — Deliberate Attack

Mission Analysis

---

1 **Task:** Develops a brigade planning timeline that outlines the main events in the staff DMP and issues it to the brigade participants in the planning process for the current mission.

Cue: Receipt of Division order

Product: Brigade planning timeline for all brigade DMP participants

---

2 **Task:** Receives guidance and CCIR from the brigade commander and relays to the staff.

Cue:

Product:

---

3 **Task:** Gathers the staff to collect questions, and provide guidance.

Cue:

Product:

---

4 **Task:** Discusses the enemy situation with the S2.

Cue:

Product: [Sample Enemy COAs]

---

5 **Task:** Verifies that the IPB has been completed through step 4.

Cue:

Product:

Mission Analysis

6   **Task:**   Leads the staff in consolidating individual staff mission analysis results into the products that define brigade mission analysis.

       Cue: Brigade planning timeline for mission analysis

       Product: Consolidated staff mission analysis information which includes: lists for brigade facts and assumptions, specified and implied tasks, essential tasks, constraints and restrictions, available assets and restated mission

---

7   **Task:**   Provides guidance to staff and identifies brigade facts, assumptions, and limitations that could lead to mission shortcomings.

       Cue:

       Product: **[Sample Facts List] [Sample Assumptions List]**

---

8   **Task:**   Identifies specified, implied and essential tasks with the staff.

       Cue:

       Product: List of essential tasks **[Sample Specified, Implied and Essential Tasks]**

---

9   **Task:**   Identifies essential tasks with the staff.

       Cue:

       Product:

---

10   **Task:**   Modifies/approves the draft restated mission.

       Cue: S3 submits draft of restated mission

       Product: Draft restated mission **[Sample Essential Tasks, Proposed Restated Mission and Cdr's Intent]**

Executive Officer — Deliberate Attack

Mission Analysis

---

11 **Task:** Reviews the mission analysis briefing presentations with individual staff members.

Cue: Planning timeline

Product: Mission analysis briefing charts

---

12 **Task:** Directs the posting of the corps and division commander's mission and intent.

Cue:

Product:

---

13 **Task:** Leads the mission analysis briefing to the brigade commander.

Cue: Designated time for mission analysis briefing

Product:

---

14 **Task:** Receives the commander's decision and implements guidance through instructions to staff.

Cue:

Product: Approved restated mission and other mission analysis products **[Sample Essential Tasks, Proposed Restated Mission and Cdr's Intent]**

---

15 **Task:** Modifies or approves draft brigade warning order and submits to brigade commander for final approval.

Cue:

Product: Approved brigade warning order

Executive Officer — Deliberate Attack

COA Development

---

1   **Task:**   Analyzes the brigade commander's guidance and develops method for incorporating in COAs.

        Cue: Receives commander's guidance

        Product:

---

2   **Task:**   Acts as the facilitator during the development of the brigade COAs by ensuring that each staff section is fully involved and is considering application of their own BOS/function.

        Cue: Brigade planning timeline for COA development

        Product: [Sample Friendly COAs]

---

3   **Task:**   Makes the final determination of whether the brigade COAs are suitable, distinguishable, complete, acceptable, and feasible prior to COA briefing to the commander.

        Cue:

        Product:

---

4   **Task:**   Receives commander's guidance as a result of COA brief and ensures implementation of guidance through staff.

        Cue:

        Product:

---

5   **Task:**   Ensures staff members clearly understand the COAs which will be wargamed.

        Cue:

        Product:

COA Development

---

6   **Task:**   Monitors S2's and S3's development of initial reconnaissance concept and taskings.

         Cue:

         Product:

Executive Officer — Deliberate Attack

Wargaming

1   **Task:**   Directs the staff in preparing for wargaming by gathering all necessary information and materials including updated estimates, COA statements and sketches (tasks and purpose for each subordinate command, brigade main effort), synch matrix, critical event task list and action-reaction-counter action sheet.

        Cue: Brigade planning timeline for wargaming

        Product: [Sample Synch Matrix]

1.1   **Task:**   Identifies friendly critical events in coordination with the S3.

        Cue:

        Product: List of friendly critical events

1.2   **Task:**   Recommends the wargaming method and recording technique to the brigade commander.

        Cue:

        Product:

1.3   **Task:**   Determines evaluation criteria that will be used to measure relative effectiveness and efficiency of one COA relative to other COAs.

        Cue:

        Product: List of evaluation criteria [Sample Decision Matrix]

---

2   **Task:**   Guides the staff during the wargaming process to ensure that significant issues are addressed.

        Cue:

        Product:

Executive Officer — Deliberate Attack

Wargaming

2.1 **Task:** Leads the staff during the wargaming so as to determine branches based on enemy successes, decision points, CCIR, HPT, NAI/TAI R&S plan information and other similar critical BOS related information.

Cue:

Product: Synchronized plan [Sample DST]

2.2 **Task:** Leads the staff in the continuous assessment during the wargaming to ensure COAs remain feasible, that risks are identified, that premature conclusions are not drawn and comparison of COAs is not done during wargaming.

Cue:

Product:

2.3 **Task:** Cues the recorder to capture wargaming actions , decisions and results.

Cue:

Product: Completed synch matrix and notes on wargaming

2.4 **Task:** Directs the S3 to update COA statements and overlays, DST/DSM and synchronization matrix. COA statement and sketch for all COA and completed DST/DSM.

Cue: Completion of wargaming

Product: COA statement and sketch for all COA and completed DST/DSM and synchronization matrix.

---

3 **Task:** Insures early reconnaissance tasks are identified and planning for support of recon effort is ongoing.

Cue:

Product:

Executive Officer — Deliberate Attack

COA Comparison

1   **Task:**   Leads the staff in reviewing and updating evaluation criteria developed during wargaming based on: characteristics of operations, brigade commander's guidance, battlefield framework, BOS considerations and risk.

       Cue:

       Product: Revised list of evaluation criteria and draft decision matrix

---

2   **Task:**   Leads the staff in completing the brigade decision matrix, comparing all selected COA and noting any dissenting or modifying recommendations.

       Cue:

       Product: Brigade COA decision matrix [Sample Decision Matrix]

---

3   **Task:**   Leads the staff in determining the staff recommended COA.

       Cue:

       Product: Brigade staff recommended COA

---

4   **Task:**   Directs the staff in preparation for the decision briefing to the commander by stating the briefing outline and schedule and ensures the S3 has prepared the necessary charts and overlays.

       Cue:

       Product: Decision brief schedule and charts

---

5   **Task:**   Conducts the commander's decision brief and provides the commander a description of each COA , gives an evaluation of each COA and briefs the staff recommended COA.

       Cue:

       Product: Commander approved COA and guidance

COA Comparison

6 **Task:** Receives the commander's decision, insures commander's intent and guidance is understood by staff. Insures staff has all decisions necessary to begin order preparation.

  Cue:

  Product:

7 **Task:** Approves warning order and submits to the brigade commander for his approval.

  Cue:

  Product: Approved warning order

Executive Officer — Deliberate Attack

Orders Prep

1   **Task:**   Directs the staff to complete coordination and planning necessary to implement approved COA and commander's guidance.

   Cue: Brigade planning timeline for orders prep

   Product: Coordinated and synchronized brigade OPORD

---

2   **Task:**   Provides guidance and timeline for brigade OPORD preparation to the staff members.

   Cue:

   Product:

2.1   **Task:**   Receives the commander's intent statement from the brigade commander and provides to the S3 to be included in paragraph 3 of the brigade order.

   Cue:

   Product: Commander's Intent statement

2.2   **Task:**   Directs the S3 to receive CCIR (PIR, EEFI, FFIR) from the commander and staff to be included in paragraph 3.d.,"Execution: Coordinating Instructions," of the brigade order.

   Cue:

   Product: Final CCIR

2.3   **Task:**   Convenes the targeting team to coordinate and finalize targeting planning which includes final HPT list, AGM information and TSS.

   Cue:

   Product: Final HPTL, AGM and TSS

Executive Officer — Deliberate Attack

Orders Prep

2.4   **Task:**   Directs the S3 to write base OPORD (5 paragraph) with input from appropriate staff officers.

       Cue:

       Product: [Sample Brigade Order]

2.5   **Task:**   Assigns responsibilities for production of OPORD annexes: Annex A - S3, Annex B - S2, Annex C - S3, Annex D - ENGR, Annex F - FSO, Annex G - ADCOORD, Annex Q - S1/S4, Annex N - CHEMO, Annex I - S2.

       Cue:

       Product:

---

3   **Task:**   Reviews all brigade order materials and annexes as they are prepared by the staff.

       Cue:

       Product:

---

4   **Task:**   Reviews final draft brigade OPORD with the S3.

       Cue:

       Product: Final draft OPORD and annexes

---

5   **Task:**   Submits the draft brigade OPORD to the brigade commander for review and approval.

       Cue:

       Product:

Orders Prep

---

6   **Task:**   Reviews and approves the DST and synch matrix.

       Cue:

       Product: Final DST; synch matrix

---

7   **Task:**   Verifies that reconnaissance taskings support the CCIR and all aspects of support for reconnaissance are provided.

       Cue:

       Product:

---

8   **Task:**   Authorizes the reproduction of the brigade OPORD.

       Cue: Brigade commander's approval

       Product:

Executive Officer — Deliberate Attack

Rehearsal

1   **Task:**   Prepares for the rehearsal by reviewing the synch matrix, the DST, the operations graphics, and the intelligence graphics.

   Cue: Brigade planning timeline for the rehearsal.

   Product:

2   **Task:**   Directs the preparation and set up of the rehearsal following the dictates of the commander.

   Cue: Receives commander's guidance

   Product: Prepared rehearsal site

3   **Task:**   Presents administrative information and the rehearsal agenda.

   Cue:

   Product:

4   **Task:**   Directs the S3 to orient rehearsal participants to the terrain, read mission statement and to identify critical events.

   Cue: DST and synch matrix

   Product:

5   **Task:**   Identifies recorder to track staff input and record any staff changes or new requirements.

   Cue:

   Product:

Rehearsal

6   **Task:**   Directs the rehearsal participants to rehearse decision points and walk through the actions pertaining to each critical event.

        Cue:

        Product:

---

7   **Task:**   Verifies the synch matrix.

        Cue:

        Product:

---

8   **Task:**   Participates in the commander's review of the rehearsal to confirm significant changes or new requirements discussed during the rehearsal.

        Cue: Commander's review following the rehearsal

        Product: Notes concerning commander's guidance

---

9   **Task:**   Directs the staff to develop plans to address new requirements or changes to the plan identified during the rehearsal.

        Cue:

        Product: Finalized input for brigade FRAGO

---

10   **Task:**   With the commander's approval, issues a FRAGO or implementing instructions to the OPORD and annexes based on the rehearsal.

        Cue:

        Product: Brigade FRAGO

Executive Officer — Deliberate Attack

Execution

---

1   **Task:**   As the Main CP OIC, directs the brigade staff in the monitoring of the deep, close and rear battles according to the synch matrix, the DST/DSM and the brigade commander's guidance.

   Cue:

   Product: Synchronized brigade operations

1.1   **Task:**   Periodically assesses the capabilities of the brigade.

   Cue: Situation reports; staff assessments

   Product:

1.2   **Task:**   Directs efforts of battle captain in coordinating TOC operations.

   Cue:

   Product:

---

2   **Task:**   Ensures the brigade staff is acquiring information according to the CCIR and other information necessary for synchronized operations.

   Cue:

   Product: Information to satisfy CCIR

2.1   **Task:**   Confirms that all units are on proper radio nets.

   Cue:

   Product:

Execution

2.2 **Task:** Checks readiness of units for DATK.

Cue:

Product:

2.3 **Task:** Monitors the movement of units after LD.

Cue:

Product:

2.4 **Task:** Ensures the S3 section reports on critical events in accordance with the DST as events occur.

Cue:

Product:

2.5 **Task:** Monitors the reconnaissance and surveillance operation.

Cue:

Product:

2.6 **Task:** Monitors adjacent unit progress and brigade's manning of contact points.

Cue:

Product:

Execution

2.7   **Task:**   Continuously monitors readiness status of subordinate units.

       Cue: Situation reports; status reports

       Product:

2.8   **Task:**   Monitors fire support, mobility, counter mobility and survivability, air defense, signal and CSS operations.

       Cue: Synch matrix, CCIR and battlefield events

       Product: BOS situational awareness

---

3   **Task:**   Directs the staff to communicate brigade battlefield information to include brigade status and situation to higher and adjacent units and brigade, division and adjacent unit information to subordinate units, brigade CPs, and the brigade commander and staff.

       Cue: Battlefield situation and reports.

       Product:

3.1   **Task:**   Ensures higher HQ is apprised of movement progress.

       Cue: Initiation of movement

       Product:

3.2   **Task:**   Ensures the S2 section provides intelligence reports to the division in accordance with division collection plan and CCIR.

       Cue:

       Product:

Execution

3.3   **Task:**   Ensures that the S2 disseminates intelligence updates to division, brigade commander, and subordinate units.

        Cue:

        Product:

3.4   **Task:**   Informs brigade commander of unit capabilities.

        Cue:

        Product:

3.5   **Task:**   Directs brigade staff elements in TAC, Main and Rear CPs to maintain current situation by monitoring the appropriate nets and posting maps and updating charts.

        Cue:

        Product: Brigade CP situation awareness

---

4   **Task:**   Assists the brigade commander in the synchronization of the battle by coordinating with the brigade staff members and other CPs to ensure all brigade combat power is applied according to the concept of the operation, the DST/DSM and the synch matrix.

        Cue:

        Product: Synchronized battle

4.1   **Task:**   Controls movement of units from AA to ATK to LD.

        Cue: Initiation of movement

        Product:

Executive Officer — Deliberate Attack

Execution

4.2 Task: Takes action, in conjunction with the brigade S2 and S3, to ensure that the brigade R&S plan is effective, to include observers assigned responsibility for targets/ NAI and in position, assets are reconstituted if lost, PIR are being satisfied and sufficient R&S assets are available to conduct rear area operations.

    Cue:

    Product:

4.3 Task: Convenes the targeting team to coordinate brigade targeting to include identifying HPT and deep attack targets, assets to conduct the attack, and updating of the attack guidance and target selection standards.

    Cue: Changes in METT-T and battlefield events

    Product: Coordinated targeting plan for deep, close and rear operations

---

4.4 Task: Direct the staff in coordinating execution of the brigade deep of battle, assessing results of the attacks and coordinating reattacks, as required.

    Cue: Synch matrix; DST

    Product:

4.5 Task: Coordinates with the CHEMO concerning MOPP status, smoke operations and decontamination requirements for brigade units.

    Cue:

    Product:

4.6 Task: Coordinates with the brigade engineer to ensure conditions exist to reduce enemy obstacles and to employ SCATMINES and FASCAM.

    Cue:

    Product:

Execution

4.7 **Task:** Takes action, in conjunction with the ADCOORD to ensure that Air Defense priorities and positioning support brigade operations.

Cue:

Product:

4.8 **Task:** Take action in conjunction with the brigade FSO or FSCOORD to ensure that the FS plan is supportive of current brigade operations.

Cue:

Product:

4.9 **Task:** Directs the BSO to ensure brigade communications can support brigade operations to include status of retransmission capability and communications for and between CP locations.

Cue:

Product:

4.10 **Task:** Takes action in conjunction with the S1/S4 to ensure CSS can support brigade operations to include MP missions, CASEVAC system, supply priorities, critical personnel replacements and FSB Rear CP and BSA status.

Cue:

Product:

4.11 **Task:** Anticipates requirements for, requests and coordinates employment of additional combat, combat support or CSS assets needed for support of brigade operations.

Cue: Battlefield events and change in METT-T

Product:

Executive Officer — Deliberate Attack

Execution

4.12 **Task:** Directs the S3 to coordinate and control brigade rear area protection operations.

Cue: Rear area threat

Product:

4.13 **Task:** Keeps the brigade informed on the status of the aviation mission adjacent to the brigade's flank.

Cue:

Product:

---

5 **Task:** Directs the brigade staff during the planning process associated with the commander's decision to issue a FRAGO based on changes in METT-T.

Cue: Brigade commander's decision to issue a FRAGO.

Product: Brigade FRAGO

5.1 **Task:** Reviews draft FRAGO, provides FRAGO to commander for approval, and directs the brigade S3 to issue the FRAGO.

Cue:

Product:

APPENDIX B

ACRONYMS and ABBREVIATIONS

AA	Assembly area
AD	Area defense
ADCOORD	Air defense coordinator
AGM	Attack guidance matrix
ARI	Army Research Institute
ARTEP	Army Training and Evaluation Program
ARTEP MTP	Army Training and Evaluation Program Mission Training Plan
ATK	Attack
AVN LNO	Aviation Liaison Officer
BDE ENGR	Brigade Engineer
BOS	Battlefield Operating System
BSA	Brigade support area
CASEVAC	Casualty Evacuation
CCIR	Commander's Critical Information Requirements
CHEMO	Chemical Officer
COA	Course of action
COBRAS	Combined Arms Operations at Brigade Level, Realistically Achieved through Simulation
CP	Command post
CSS	Combat service support
DATK	Deliberate attack
DDMP	Deliberate decision making process
DMP	Decision making process
DSM	Decision support matrix
DST	Decision support template
EEFI	Essential elements of friendly information
FASCAM	Family of scatterable mines
FFIR	Friendly force information requirements
FRAGO	Fragmentary order
FSB	Forward support battalion
FSB Cdr	Forward support battalion commander
FSCOORD	Fire support coordinator
FSO	Fire support officer
FXXITP	Force XXI Training Program
HPT	High payoff target
HQ	Headquarters
IPB	Intelligence Preparation of the Battlefield
LD	Line of departure
MDMP	Modified decision making process
METT-T	Mission, enemy, terrain and weather, troops, time available
MI Co Cdr	Military Intelligence company commander

ModSPA	Modified Staff Performance Analysis
MOPP	Mission oriented protective posture
MP	Military Police
MP PLT LDR	Military Police Platoon Leader
MTC	Movement to contact
MTP	Mission Training Plan
NAI	Named area of interest
NBC	Nuclear, biological, and chemical
OIC	Officer in charge
OPORD	Operations order
PIR	Priority intelligence requirement
R&S	Reconnaissance and surveillance
RFI	Request for Information
S1	Adjutant
S2	Intelligence officer
S3	Operations officer
S4	Logistics officer
SIGO	Signal officer
SME	Subject matter expert
SPA	Staff Performance Analysis
T&EO	Training and Evaluation Outline
TAC	Tactical Command Post
TAI	Target area of interest
TOC	Tactical operations center
TSP	Training support package
TSS	Target selection standards
TTP	Tactics, techniques, and procedures
VBTP	Virtual Brigade Training Program
XO	Executive officer